

ACS Board of Directors Skills Matrix

1. **Governance & Compliance** covering a breadth of areas such as:
 - (a) track record in the highest standards of governance;
 - (b) experience in setting exceptional corporate governance policies, practises and standards;
 - (c) ability to assess the effectiveness of senior management; and
 - (d) health, safety and environment.
2. **Strategy & Risk** covering a breadth of areas such as:
 - (a) track record of developing and executing a successful strategy;
 - (b) ability to assess external forces to manage risk and find new opportunities;
 - (c) experience probing and challenging management on the delivery of agreed strategic planning objectives; and
 - (d) experience in identifying, monitoring and managing key risks to organisation.
3. **Leadership** covering a breadth of areas such as:
 - (a) successful career at an executive level including delivering superior results and dealing with complex issues;
 - (b) recognised Thought Leader;
 - (c) recognised Technical Expert;
 - (d) IT Profession and Technology Functional knowledge; and
 - (e) Strategic Thinker, Resilient and Flexible.
4. **Business experience** covering a breadth of areas such as:
 - (a) legal due diligence;
 - (b) mergers and acquisitions including integration;
 - (c) developing human resource frameworks and managing staff;
 - (d) remuneration frameworks that attracts and retains a high calibre of executives; and
 - (e) experience in global markets.
5. **Financial knowledge** covering a breadth of areas such as:
 - (a) commercial acumen;
 - (b) experience with accounting and audit functions, including the impact of accounting policies on the business; and
 - (c) corporate finance and internal financial controls, including probing adequacies of financial and risk controls.

6. **Networks** covering a breadth of areas such as:
- (a) access to a network of relevant contacts that can deliver desired outcomes for the ACS and experience with building a community; and
 - (b) Government relations and public policy experience including advocacy and how Government Relations and Public Policy affect organisations.

7. **Personal Attributes:**

- (a) **Integrity** – Putting the ACS' interests before personal interests, acting ethically, fulfilling a director's duties and responsibilities.
- (b) **Curiosity and courage** – Curiosity to ask questions and the courage to persist in questioning and challenging management and fellow board members where necessary.
- (c) **Interpersonal skills** – Strong communicator both written and verbal, an ability to work well in a group, an ability to listening to multiple sources of information synthesise key themes, and be able to communicate tactfully.
- (d) **An active contributor** – Has a passion for the ICT profession and is aligned to ACS' vision and strategy.